DOCUMENT RESUME

ED 076 881 AC 014 393

AUTHOR	Lowry, Sheldon G.
TITLE	Committees...A Key to Group Leadership. North Central Regional Extension Publication No. 18. NCRS -- 5 Leadership Series No. 1.
INSTITUTION	North Central Rural Sociology Committee.
SPONS AGENCY	Farm Foundation, Chicago, Ill.
REPORT NO	Pub-18
PUB DATE	65
NOTE	15p.
EDRS PRICE	MF-$0.65 HC-$3.29
DESCRIPTORS	*Administrative Principles; Adult Leaders; Bulletins; *Committees; Coordination; Extension Education; *Leaders Guides; *Leadership Training; Organization

ABSTRACT

This bulletin, the first in a series on leadership, is a guide for leaders of organizations, to the nature and operation of committees. Contributions and advantages of committees are enumerated, and types of committees are described. Guidelines are given for selecting a committee, instructing it, committee operation, and acting on a committee report. A sample committee instruction sheet and four annotated references are also provided. (KM)

FILMED FROM BEST AVAILABLE COPY

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL OFFICE OF EDUCATION POSITION OR POLICY

ED 076881

North Central Regional Extension
Publication No. 18
NCRS-5 Leadership Series No. 1
May 1965

By Sheldon G. Lowry

COMMITTEES...

a key to group leadership

AC043493

ACKNOWLEDGEMENTS

This BULLETIN is the first in a series of regional publications of the Subcommittee on Leadership of the North Central Rural Sociology Committee. The work of the committee is sponsored by the Farm Foundation, Chicago, Illinois, and the Cooperative Extension Services of the Land-grant Universities in the North Central states.

Major responsibility for preparing this bulletin was assumed by Sheldon C. Lowry. The author and the Subcommittee express appreciation to Nancy K. Hammond for her editorial suggestions and assistance.

Advisors to the North Central Rural Sociology Committee representing the Land-grant Universities are John T. Stone, Director of the Cooperative Extension Service, South Dakota State University, and Lloyd M. Tuttle, Director of the Agricultural Experiment Station, Michigan State University.

The members of the Subcommittee on Leadership are:

DARYL HOBBS
University of Missouri

JAMES S. HOLLE
University of Missouri

SHELDON G. LOWRY
Michigan State University

JOHN B. MITCHELL
Ohio State University

E. J. NEUBERGER
Federal Extension Service

RONALD C. POWERS
Iowa State University

HOWARD M. SAUER
South Dakota State University

ARTHUR E. WILHELM
University of Wisconsin

PREFACE

Committees are vital to effective organized group action in our democratic society. It is important that professional and volunteer leaders clearly understand the functioning of committees. This publication is particularly designed to provide leaders of organizations with the best available information on the nature and operation of committees. It is written in nontechnical language, yet it is based on the best available research and writings in the field. For this reason it should prove extremely valuable as a guide to all who work with committees and as resource material for in-service training in leadership.

John T. Frost
Director of Extension
South Dakota State University

CONTENTS

I. Introduction 1

II. Important Contributions of Committees 2

III. Advantages of Committees 2-3

IV. Types of Committees 3

V. Selecting the Committee 4

VI. Instructing the Committee 5

VII. Committee Operation 6

VIII. Acting on a Committee Report 7

Footnotes 9

Selected References 10

Introduction

In recent years much has been written about the formation and maintenance of social groups. While it is generally recognized that a committee is a social group, it is seldom recognized that the mere appointment of people to a committee and the designation of a committee chairman will not insure the development of a productive group.

Meaningful group relationships, a prerequisite to group productivity, evolve with time. They do not magically come into being. Group formation may be rapid or it may be extremely slow, depending upon a number of conditions which facilitate or retard appropriate kinds of interaction among group members. With a knowledge of the principles of group formation and maintenance, it is possible to hasten group productivity and to improve group operation. The question, therefore, arises: What are the essential elements for effective group functioning, and how do we insure the presence of these elements to the optimum degree when organizing and maintaining a group?

The social systems approach has been very useful in setting forth some of the basic elements of social groups.[1] Although certain aspects of the social systems approach are basic to the discussion that follows, a detailed analysis of social system theory is beyond the scope of this bulletin.

It should be recognized that although all elements of a social system are important to the proper functioning of groups, certain of these elements need to receive first priority at different stages of group development and operation. Also, it is obvious that the attention given to the various elements should be quite different from one group to another, depending on the nature of the group and the purpose for which it is organized. For example, in a refreshment committee or a clean-up committee, these elements would receive somewhat different emphasis and attention from those in a committee directed to study the educational needs and opportunities for youth.

An important consideration for the formation of any group is proper motivation to do the job for which the group is organized. The relationship between motivation and satisfaction with one's work is well known. Also, it has been shown that satisfaction generally increases with increased understanding of one's role. For example, Blount and Beal found a high relationship between group satisfaction with its work and the group's understanding of its ends and objectives.[2] Furthermore, basic to the discussion which follows is the finding of Blount and Beal that the groups with the highest understanding of their ends, means, and authority had gone through three essential stages of communication and discussion: "(1) *receiving information* and asking questions of *clarification*; (2) *evaluating* and analyzing the elements presented; and (3) *suggesting*, rejecting, accepting, modifying, or developing their own ideas about the elements under consideration."[3]

It is with these considerations in mind that this bulletin was prepared. It was designed to assist leaders of organizations in effectively organizing and maintaining one type of group (or social system), the committee. While there are many different kinds of committees, the basic principles of group formation and operation apply for all groups. The essential difference is the need to emphasize certain elements over others according to the nature of the group being formed.

Important Contributions of Committees

There is a tendency for many organizations to treat committees as a necessary evil. The morale of committee members and the potential contribution which they can make are often lowered by assuming that people dislike committee work, that they consider it a waste of time and a nuisance, and that they should be coaxed to serve. A most appropriate illustration of this attitude was depicted in a cartoon in one of the leadership pamphlets published by the Adult Education Association. The cartoon showed a man walking into a room filled with people who had the heads of robins. The caption read: "Any of you birds want to be on a committee?"

In reality, working on a committee can be a deeply rewarding experience to both the individual and the organization. Effective committees can be one of the most important working forces of the organization. This is particularly true if committee members are selected for the contribution they can make and are made to feel that it is an honor and a privilege to be called to serve. They can make the following kinds of contributions:

1. They can do the bulk of the work of the organization. Committees, properly selected and oriented, can relieve busy officers of many of the details of carrying on the activities of the group.
2. They provide an opportunity for individuals to do the kind of work for which they are especially suited. This statement implies that some thought will be given to the selection of committee members rather than the haphazard appointment of anyone at hand. Committees which are "hand-picked" can provide members with an opportunity to give their greatest service. The members, in turn, are more likely to develop a feeling of worth and of personal satisfaction as they contribute to the organization.
3. An important contribution of committees [illegible] is frequently overlooked, is their potential for providing [illegible] training ground for [illegible] leaders. The placing of inexperienced members on committees with experienced leaders provides a valuable apprenticeship for greater leadership responsibilities in the future.
4. The wise use of committee members helps to capitalize on the training and experience of a wider representation of organizational membership. Therefore, more ideas are generated, and with more ideas, more creative solutions to problems, more meaningful programs, and improved organization are possible.
5. Committees permit wider participation of members. Therefore, the program of the organization is more likely to be solidly grounded in the needs and desires of the people they serve; there is a greater sense of commitment; there is maximum achievement of individual as well as organizational goals; and there is greater attendance at organizational meetings as the opportunity to participate meaningfully is increased.
6. Committee members have wider contacts and can provide greater access to various facilities (or means) to accomplish the ends of the organization than can the officers of the organization alone.

Advantages of Committees

A committee has a number of advantages over a general group meeting.

1. With a small number of people there is more opportunity for each member to take part. Therefore, committees can work more effectively on many tasks.

   For this reason it is wise to keep committees relatively small. Of course, the size of the committee is determined by the nature of the task and the nature of the representation needed on the committee. When numbers become too large, it is often more effective to divide the total task among subcommittees which, in turn, report back to the larger committee.
2. In a committee the procedures and, in fact, the whole atmosphere can be more informal. There is less need for [illegible] formal rules. Therefore, individuals can [illegible] to discuss more freely and to make a greater contribution.

3. If members are "hand picked" for the job, committees are more likely to have persons interested in the task at hand. Larger groups are often hampered in their progress because they are more likely to include individuals who are not interested in, or who are unfamiliar with, the problem.
4. Delicate, embarrassing, or controversial subjects can be handled more easily.
5. Committees are more flexible in their ability to hold hearings and to consult outside experts or authorities.
6. It is much easier to convene a small group than a large one.
7. A small group can operate more efficiently, particularly when a large number of choices is available. For example, they can narrow the number of alternatives the larger membership need consider.

Types of Committees

There are two major types of committees: standing committees, and special committees.

STANDING COMMITTEES

Standing committees are those which handle a specific part of the regular, ongoing work of the organization. In this regard, they are similar to the officers. In fact, they are usually provided for in the by-laws of the organization. If the organization has a constitution,

This procedure alerts the incoming officers to the need for these committees.

The term of office may vary for members of standing committees. Sometimes members serve the same term as the officers of the organization; sometimes they serve longer. The terms of office are usually staggered for the various committees so that there will be

are: membership committee, public information committee, and finance committee. The duties of these committees are rather constant over time. Their assignment is never really finished.

SPECIAL COMMITTEES

Special committees are selected to do a particular job. For this reason, at any given time there may be numerous committees or only a few in a given organization. However, care should be exercised not to appoint committees unnecessarily. Two extremes can be observed. On the one hand, some organizations take up hours of valuable time going over matters which could be handled much more efficiently by a smaller group. The officers of such organizations might well ask themselves: If each person in attendance were being paid by the hour, how much would it cost us for their time? These officers should remember that 50 people meeting for one hour use 50 hours of time. On the other hand, some organizations are so "committee conscious" that virtually everything is turned over to a committee—even tasks which could be handled more efficiently by an individual. These officers should ask themselves: Is this committee really necessary, or is there a more effective way to accomplish our goals?

When the job is finished the committee is discharged. The organization should avoid the pitfall of maintaining a group with nothing to do over long periods of time. Because the nature of the task determines how long the committee will be needed, the life span of special committees varies considerably. Some tasks may take several years to complete. In such instances, it is often wise to plan for a rotation of members on and off the committee so the work can be shared by a number of individuals. Also, if the job is of long duration, a periodic rotation of members will help to provide the group with fresh ideas. Care should be taken to insure continuity of the work of the committee by providing for overlapping terms for old and new members.

It has been observed that once groups are organized and function over a period of time there is a tendency for them to be self-perpetuating. That is, even after their purpose has been fulfilled they often want to continue meetings. Consequently, they will create new tasks for themselves. Sometimes they continue to meet because it has not been made clear that their

committee has completed its task, or it

Selecting the Committee

THE MEMBERS

In selecting committee members it is well to remember the contribution that participation on committees can make to the organization and its members. If one were concerned only with getting a particular job done, the selection of committee members would be easy. However, there are other important considerations to keep in mind.

1. **Which individuals have an interest in the kinds of activity in which the committee will be engaged?** Interest and willingness to serve are primary considerations.

2. **Who in the organization has the knowledge and skill, or access to information, needed by the committee?** Persons with pertinent training or experience or a special aptitude for the task should be given special consideration and attention.

3. **Which persons could benefit most by working on the committee with members who have had more experience?** The opportunity to provide the experience of learning by doing should not be overlooked. As indicated above, committees offer a real opportunity to train potential leaders — and we should recognize that every member is a potential leader.

4. **Are there individuals who might develop a greater sense of belonging or commitment to the organization by working on a given committee?** A significant, constructive experience is a most effective way to develop dedicated membership.

5. **Is a representative committee needed?** There are three major kinds of representation that often need consideration: (1) the representation of different opinions or points of view, (2) the representation of different organizations or agencies, and (3) the representation of different geographic locations. The nature of the committee's assignment will determine whether any or all of these factors need attention. Obviously, every committee need not be "representative."

6. **Which members have the best access to the resources needed to do the job?** While this point is an important one, care should be taken not to overload certain key individuals.

7. **Are there some individuals who will work together more compatibly than others?** People who have demonstrated their unwillingness or inability to work together normally would not be assigned to the same committee.

8. **Does the chairman of the committee have any preferences as to whom he would like to have on the committee?** Because so much responsibility rests with the chairman, it is often a good practice to ask him for any suggestions he may have. This procedure does not give him the right to select his own committee, but it does give him the opportunity to recommend members if he cares to do so.

From the above discussion, it is obvious that one does not leave to chance the selection of committee members; to do so is to invite inefficiency and low productivity. At the same time, the selection need not be a matter of undue concern. With some forethought and consultation among the executive officers of the organization, most committees can be selected with little difficulty. In general, the more important the committee, the more care is required in selecting its members.

THE CHAIRMAN

More care is essential in selecting the chairman of a committee than in selecting its members. The chairman does not simply call and conduct the meetings; his primary responsibility is to give leadership to the group and to stimulate them to their highest productivity, both individually and as a group. The chairman need not be the person with the most knowledge about the topic at hand, but he should be a person who has the ability to organize the individual members into a working group. He may never have served as a committee chairman before, but it will be to the advantage of the group if he has served on a committee or has had similar experience.

The chairman is chosen for his ability to lead the group. "Idea men" are not always the best chairmen. The individual who proposes an idea is not necessarily the best choice for a chairman, but neither should he be disqualified — either to be the chairman or a member of the committee.

In general, the chairman is the first person selected. Then, the committee membership is selected. As a general rule, the policy of having members of the committee elect the chairman has little to recommend it.

Instructing the Committee

THE IMPORTANCE of clearly defined goals on the productivity of groups is well known. Likewise, research on role performance and role relationships has clearly shown the advantages of clearly defined roles in increasing personal productivity and satisfaction and in reducing anxiety, misunderstandings, and role conflicts, not only among members of a given committee but also between two or more committees.

Committees are appointed for many different reasons. They do many different kinds of jobs. Once the decision is made to appoint a committee, the nature and composition of the committee, along with its duties and responsibilities, should be clearly defined. In order to insure that each member will have a clear notion of what he is to do, it is well to put the assignment in writing and to give a copy to each member of the committee. The following discussion is designed to give organizational leaders some concrete suggestions to help them avoid the pitfalls of having a poorly instructed committee.

Name of committee — The name of the committee not only helps to identify it, but also helps to define the nature of the subject matter which the committee will be considering in its deliberations.

Type of committee — Members of the committee should be informed at the time of their appointment whether they are being asked to serve on a standing committee or a special committee. In addition, they should be told how long they will be expected to serve. The length of service on a standing committee is sometimes fixed by the constitution or bylaws of the organization. But the length of service on special committees is determined by the nature of the task to be performed. For most special committees, members serve until the job is completed. However, some members may be asked to serve a shorter period of time than others on the same committee.

Purpose — At times the purpose or function of the committee is implied, if not actually stated, in the name. At other times it is advisable to state the purpose separately. Stating the function helps to set the boundaries of the committee's activities; it does not define specific responsibilities. For example, if it is appointed only as a fact-finding committee, it is not an advisory committee nor a program committee. Because it has no responsibility in these areas, it need not waste time nor energy in considering such matters.

Below is a list of some of the more common functions of committees and examples of the specific activities which relate to these functions.

FUNCTIONS	EXAMPLES OF ACTIVITIES
FACT FINDING	Collect specific kinds of data or make certain kinds of studies.
ADVISORY	Advise on policy, technical matters, programs, procedures, studies, etc.
PROGRAM	Plan program for specific events. Programs may be educational, recreational, social, religious, political, or a combination of these.
MEMBERSHIP	Solicit new members, maintain a directory, collect dues.
PUBLIC RELATIONS	Keep public informed about the purposes, goals, activities, and accomplishments of the organization.
COORDINATING	Coordinate the activities of two or more organizations, committees, or other groups.

Specific duties and responsibilities — No committee has authority that is not specifically given to it. Therefore, written instructions should clearly spell out the "charge" to the committee, that is, what it is expected to do. In certain instances it is wise to spell out the powers of the committee. How far can it go? Can it spend money? Can it conclude arrangements with other organizations or make other commitments on behalf of the larger organization? If each member is clear about the *duties* of the committee and his particular *responsibilities* on the committee, he can make his greatest contribution and he can relate his activities more effectively to the other members of the group.

Chairman's name — The name of the chairman should be clearly identified. The names of any other officers (such as the secretary) should also be indicated.

Committee members — In order to facilitate communication and to insure that every member of the committee will know with whom he is working, a complete list of the committee members, along with their addresses and telephone numbers, should be made available to each committee member. If the various members are selected as representatives of certain organizations or geographic locations, this identification should also be specified.

Time of reporting — In order to make the assignment more definite, the time of reporting should be specified. If interim or progress reports are desired, the dates for these should likewise be indicated.

Budget — If any money is to be allocated to the committee for use in its work, the amount should be specified and the general purposes for which it can be used should be stated.

Coordination with other committees — It is often desirable for two or more committees to confer with each other from time to time. This becomes particularly valuable when the work of one committee is dependent in some way upon the work of another. If each committee chairman is given a completed copy of the Committee Instruction Sheet suggested on page 9, he can readily determine which committee he will need to work with in one way or another.

Other — In addition to the above, any material such as documents, letters, or records which belong to the organization and which may help the committee carry out its work should be made available. Reports of previous committees are often very helpful in showing new members how others have gone about the task at hand. Of course, they need not follow the procedures of previous committees, but past experience offers a good guideline. Additional materials such as copies of any rules, plans, policies, or decisions which affect the committee should be made available to it.

Committee instruction sheet — Some organizations have found that a regular instruction sheet is useful when appointing committees. A sample of such a form based on the above information is shown on page 9. It should be remembered that this sheet is only an example. Modifications should be made to suit specific situations.

Committee Operation

Committee members not only need proper orientation to the specific committee to which they have been appointed, but in addition, they should have an understanding of the generally accepted procedures of committee operation. The following discussion presents some of the major points which should be considered.

PARLIAMENTARY PROCEDURE

The very nature of committee operation and size generally permits greater informality and flexibility than is usually found in larger organizations. The rules of parliamentary procedure with their motions, seconds, and general lack formality can be suspended for the most part.

Research has shown that the operation of groups can proceed with greater dispatch where:

1. There is a relaxed and supportive atmosphere.
2. The leader is a facilitator rather than a dictator.
3. Members understand that decisions can best be reached after discussion rather than before discussion.
4. Attention is focused on the job to be accomplished rather than on the formal rules of procedure.

THE CHAIRMAN

Unlike the operation of a more formal meeting, it is a general practice for a committee chairman to enter into the discussion and to participate in group decisions just as any other member. Nevertheless, the chairman must not lose sight of his responsibility for seeing that

the group accomplishes the task for which it was organized.

THE AGENDA

A written agenda for committee meetings is very useful. It helps to center attention on and to emphasize the goals to be attained; it helps the members to see how and where they can make their greatest contribution; and it insures that there will be at least minimum preparation before the meeting begins.

MINUTES OF THE MEETING

Minutes of a committee are generally more complete than those of a larger organization, because they form the basis for the committee report. For this reason, the secretary should be chosen with care. He should not be chosen on the basis of his penmanship; rather, he should be selected for his ability to record the heart of the discussion for later use by the group. He should be able to record not only the decisions that were made and the actions that were taken, but also to capture the feeling or tone of the sessions, a valuable aid to interpreting in the report the nature and character of the discussion as well as the decisions and recommendations that are made.

EX OFFICIO MEMBERS

Sometimes organizations require that the president or some other officer be an *ex officio* member of certain important committees. This simply means that such an officer is a member by right of the office which he holds. This procedure enables the organization to keep in close touch with the work of these committees. It is also a good way to make available certain kinds of information from the larger organization which the committee may need to carry on its activities.

Usually, an *ex officio* member has exactly the same rights, duties, and responsibilities as any other member. He does not control or run the committee even in the absence of the chairman. On the other hand, he is usually accorded the privilege of voting and participating as a regular member.

THE FINAL REPORT

Every member of the committee should have the opportunity to read and react to the report before it is written in final form. Every effort should be made to reach consensus on the final report. If consensus is not possible, a minority report should be made stating the reasons for dissent from the majority report.

Acting on a Committee Report

Confusion often arises as to what should be done with a committee report once it has been given. The final decision rests with the organization. The nature of the charge given to the committee and the nature of the report both help to determine the action that the organization will be inclined to take. For example, if the committee is solely a fact-finding committee, the report can be received by the organization without much fan fare. The organization may wish to study the findings of the report (either in the meeting or between meetings) and make recommendations for follow-up study or action at a later date. Or, the organization may wish to approve the report, to reject it, or simply to file it and make it available to interested members of the organization. However, if the report includes recommendations for action, careful attention should be given to it before it is adopted by the organization. The organization may wish to delay action until a later time or to refer it to another committee or officer for further study.

It has been observed that many organizations treat all committee reports in essentially the same manner. In fact, the procedure often becomes so standardized that the person giving the report automatically moves that it be accepted (or approved). In acting on committee reports, organizations should not only understand the charge given to the committee, but also that there is a variety of different actions that can be taken and that the consequences to the organization are quite different for each. The generally recommended practice is to call for a discussion of the report after it has been given. The organization decides through discussion how it wants to handle the report and then formalizes the decision with a motion.

Some rather standard procedures have been developed for the convenience of organizations in handling reports in a systematic and efficient manner. The following ways of acting on a committee report should be helpful to organizations which have a variety of committee reports requiring somewhat different actions. Reports may be:

Accepted or filed — When a report is merely accepted by the organization (rather than approved), the organization is not bound nor committed to any recom-

mendations or suggestions contained in the report. Routine reports or progress reports can be received even without a vote. The chairman can simply acknowledge receipt of the report and ask the secretary to file it. In fact, the term "filed" is sometimes used in preference to the term "accepted".

Approved or adopted — When a report is approved or adopted, the organization binds itself to the opinions, conclusions, and recommendations included in the report. For this reason, the organization should be certain that it is willing to endorse the report in its entirety before approving or adopting it.

Rejected — The organization may reject or accept any or all of a committee report.

Postponed — A decision on a report can be postponed until a later time. Normally the date for reconsideration should be specified.

Returned to the committee — At times it is decided to return the report to the committee for additional work or clarification. In this instance, the committee should be given clear instructions on what is expected of it and when it is to report again.

Referred — Certain reports may be referred to an officer of the organization, to the board, or to another committee. For example, financial reports often are referred to an auditing committee. Certain reports may be referred to the historian of the organization or to the secretary.

In summary, the nature of the report will determine how it will be handled. The final decision rests with the organization.

FOOTNOTES

1. For a discussion of the social system approach, see: Charles P. Loomis, *Social Systems: Essays on Their Persistence and Change*, Princeton, New Jersey: D. Van Nostrand Company, Inc., 1960, Essay 1, pp. 1-30. According to Loomis, the group, as a social system, has the following basic elements:

   Ends or objectives — The goals toward which the group is working.

   Facilities — The means or resources used to attain the ends of the system.

   Norms — The rules or guiding standards which prescribe what is acceptable and what is not acceptable.

   Sanctions — The mechanisms in the social system which induce conformity to the norms and expectations. Sanctions are of two types, rewards and punishments.

   "Rewards are given to members of the group for a job well done or for compliance with the norms. Rewards may be tangible or intangible. Punishments are given to members of the group for infraction of the norms. Penalties may be the deprivation of rewards or actual acts of punishment, physical or otherwise.

   Statuses — That which is expected of a person in a given status or position. It is the active aspect of such positions as father, son, teacher, or pupil. In other words, status-role is the part that is expected of the person in a given position in a group, whether it be the father, son, or mother in a family; the teacher, principal, or pupil in a school; or the chairman, secretary, or member of a committee.

   Power — The capacity to control others. There are two major forms of power as defined: authority and influence. *Authority* is the right to control the actions of others by virtue of one's position. It is found in organizations, especially as it is specified in the bylaws in terms of the duties and responsibilities of the various officers. *Influence* is the ability to control others (distinguished from the "right to control" of authority) by virtue of one's personality or such things as skill or knowledge.

   Relations — Superior knowledge, wealth, obligation based on past favors, and others.

   Rank — The relative standing of the individual in the group in relation to the other individuals.

   Belief — Any proposition about the world around us which we accept as true. Belief is the equivalent of knowledge, whether that knowledge has been scientifically proved or not.

   Sentiment — Whereas beliefs embody thoughts related to knowledge, sentiments embody feelings about the world around us.

   Sentiments and beliefs are highly instrumental in determining the choice of means and ends.

2. See: Roswell G. Blount and George M. Beal, "The Formation and Maintenance of Groups for Extension Program Projection," Ames: Iowa State University, Department of Agricultural Economics and Sociology, not dated [unpublished]; and George M. Beal, Roswell G. Blount, Ronald C. Powers, and W. John Johnson, *Social Action and Interaction in Program Planning*, Ames: Iowa State University Press, 1965. [Publication date set for November.]

   These authors have shown, for example, that ends, facilities (means), and authority need to receive high priority by Extension personnel organizing various groups, particularly in the initial stages of group development and operation. The authors indicate that, while the other elements are important, they tend to be more dependent on the interaction of the members of the group once it is in operation and less subject to control by those who organize the group.

3. Blount and Beal, op. cit., p. 28.

4. *Ibid.*, p. 21.

5. *Boards and Committees*, Leadership Pamphlet #14, Chicago: Adult Education Association of the U.S.A., 1957, p. 34.

COMMITTEE INSTRUCTION SHEET

Date: June 7, 1965

A. Name of Committee: Committee on Financing Youth Education

B. Type of Committee: ☐ Standing Committee ☒ Special Committee

C. Purpose: Fact-finding

D. Specific Duties and Responsibilities: Make an inventory of all sources of financial assistance available to youth in this community who desire to continue their training beyond high school. Indicate the source of such funds, the eligibility requirements, and the application procedures.

E. Chairman's Name: Frank Jones, Route 7, Flint. Tel. 484-3207

F. Committee Members: (list names, addresses, and telephone numbers.)

G. Time of Reporting: Progress reports monthly. Final report Nov 15

H. Budget: $50 (postage clerical supplies, reference material)

I. Coordination with other Committees: (List names of committees which may be working on matters that relate to the work of this committee. The chairman's name, address, and telephone number should be given.)

J. Other: (list here any other materials that may be of value to the committee.)

Selected References

1. *Better Boards and Committees.* Leadership Pamphlet #14. Chicago: Adult Education Association of the U.S.A., 1957. 48 pp.

   This bulletin treats both boards and committees. It contains the following sections: A Look at Human Organization, Improving Organizational Leadership, Creative Board Leadership, Building Committees that Work, The Group at Work, and Advice on Advisory Committees.

   In addition to the information covered in the present bulletin, this leadership pamphlet presents suggestions on the chairman's job, the committee agenda, a checklist for committee chairmen, and a checklist for members.

   This leadership pamphlet is one of a series on leadership published by the Adult Education Association of the U.S.A., 743 North Wabash Avenue, Chicago 11, Illinois. They sell for 90¢ each, with a substantial discount for more than one copy of one or more different pamphlets.

   Non-technical. Non-theoretical. Written for practical application.

2. Betty Jean Clark.
   "Committee Assignments Can Be Challenging — and Fun!" *Adult Leadership*, 10 (April, 1962), pp. 309 and 313.

   This article presents a number of valuable suggestions for effective participation on committees, both as a member and as a chairman. However, the tone of the article perpetuates, in large measure, the notion that one's selection to work on a committee is a misfortune and one can only try to make the best of it.

   Non-technical. Non-theoretical. Written for practical application.

3. Irwin T. Sanders.
   Making Good Communities Better (revised).
   Lexington: University of Kentucky Press, 1953.

   This is essentially a "how-to-do-it" book designed to present guidelines for community action programs. Part IV has seven brief sections on "How to Make our Group Effective." The seventh section contains four pages (pp. 81-84) on committees. Only a few minor points are treated which are not covered in greater detail in the present bulletin.

   Non-technical. Non-theoretical. Written for practical application.

4. Alice Sturgis.
   Your Farm Bureau.
   New York: McGraw-Hill Book Company, Inc., 1958.

   This book was written for American Farm Bureau members and officers. While it was written specifically for this organization, it contains a number of operations and procedures which are applicable to other voluntary organizations.

   This book contains two short chapters on committees, one with nine pages, and one with four pages. Most of the information included in these two chapters has been covered in this bulletin. There are a few suggestions on preparing committee reports that committee chairmen may wish to check if they lack confidence in this area. The book should be available from Farm Bureau members, county officers, state officers, and public libraries.

   Non-technical. Non-theoretical. Written for practical application.

AGRICULTURAL EXTENSION SERVICES OF
Illinois, Indiana, Iowa, Kansas, Kentucky,
Michigan, Minnesota, Missouri,
Nebraska, North Dakota, Ohio,
South Dakota and Wisconsin